The Commission For Public Complaints Against The RCMP

2006–2007

Departmental Performance Report

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Minister of Public Safety
(Public Safety and
Emergency Preparedness Canada)

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SECTION 1
OVERVIEW

Chair's Message

The Commission for Public Complaints Against the RCMP has worked diligently this year within the constraints of its statutory mandate to enhance its own effectiveness and credibility. By facilitating greater access to the complaints process, expediting the resolution of complaints, clearing the backlog of review cases and publicizing the results of its reviews of police conduct, the Commission has sought to strengthen both citizen involvement and public confidence in the complaints process. By enhancing its relations with the RCMP and offering constructive guidance in its review reports, the Commission has fostered a spirit of collaboration and contributed to positive changes in RCMP operational policies.

What the Commission can accomplish within its existing legislative mandate, however, is not enough. As I noted in the annual report last year, a complaints-driven model can no longer provide adequate review of a national policing organization whose wide-ranging mandate confers jurisdiction over matters as diverse as traffic tickets, trans-national organized crime and global terrorism. Although it remains true that police conduct is subject to judicial review when policing activities result in criminal charges and public trials, the RCMP is increasingly achieving its objectives through covert operations aimed at preventing or disrupting criminal activities. Such activities are rarely subject to public scrutiny since they remain below the radar of both the criminal courts and the public complaints machinery.

Like the RCMP, the Commission is a creation of Parliament. But unlike the RCMP, the Commission's two-decades-old statutory toolkit has become antiquated as the legislative authority, financial resources and ranks of the RCMP have expanded to keep pace with a changing world. This year the Commission developed and shared draft model legislation for consideration by the Minister of Public Safety, Parliament and the Canadian public.

In February 2007 the Senate Committee on the *Anti-terrorism Act* issued a report on the review of national security activities in Canada and recommended that the government implement more effective review of the RCMP's national security functions through an review body with powers akin to those enjoyed by the Security Intelligence Review Committee.

Effective policing relies on a supportive public that recognizes and values the role of the police in fostering safe communities. In an era of declining deference to authority and heightened suspicion of police, a better-equipped Commission, with powers more closely aligned with the level of intrusiveness exercised by the RCMP, would go a long way to reassuring the public that Canada's national police force continues to conduct itself in the public interest. Parliament and the Minister of Public Safety can accomplish this by amending the law. Their response must go beyond the narrow issue of national security investigations to address the needs of all Canadians policed by the RCMP.

In the meantime, the Commission will continue to do all that is possible within its existing mandate to make the Commission an increasingly credible and effective review body. The RCMP has undertaken to work with us voluntarily to address public concerns about policing in Canada. Canadians are aware of and are availing themselves of the review process - as evidenced by a 20-percent increase in requests for review - reviews are being completed in record time, and the Commission intends to continue improving its outreach programs to foster a fuller and more representative exercise of citizen rights.

Paul E. Kennedy
Chair

Management Representation Statement

I submit for tabling in Parliament, the 2006–2007 Departmental Performance Report (DPR) for the Commission for Public Complaints Against the Royal Canadian Mounted Police (CPC).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006–2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcome(s) and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Paul E. Kennedy
Chair

Summary Information

Raison d'être

The CPC is an independent agency. It is not part of the Royal Canadian Mounted Police (RCMP). The CPC deals with complaints made by any member of the public concerning the conduct of members of the RCMP in the performance of their policing duties. Complaints can also be made about the conduct of any other person appointed or employed under the *RCMP Act*. Individuals can lodge a complaint even if they are not directly involved in the incident.

The CPC has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants.

The CPC's Vision and Mission Statements set out why it exists, what it does and how it achieves its objectives:

Vision, Mission and Mandate

Vision

Excellence in policing through accountability.

Mission

To provide civilian review of RCMP members' conduct in performing their policing duties, so as to hold the RCMP accountable to the public.

Mandate

The CPC's mandate is set out in Part VII of the *Royal Canadian Mounted Police Act* and can be summarized as follows:

- to receive complaints from the public about the conduct of RCMP members;
- to conduct reviews when complainants are not satisfied with the RCMP's disposition of their complaints;
- to hold hearings and investigations; and
- to report findings and recommendations.

Financial Resources
($000)

2006–2007		
Planned Spending	Total Authorities	Actual Spending
6,466	6,881	6,626

Human Resources
(FTE)

2006–2007		
Planned	Actual	Difference
44	44	0

Program Activities and Their Key Expected Results

		2006–2007		
Status on Performance			**Planned Spending ($000)**	**Actual Spending ($000)**
Strategic Outcome: Upholding safe communities through the promotion of Canadian values of respect for human and civil rights, multiculturalism and diversity, equality and fairness and respect for the rule of law.				
Priority	**Program Activity - Expected Result**	**Performance Status**	**Planned Spending**	**Actual Spending**
Priority No. 1 Business Realignment	Streamlining operations and, by identifying and taking advantage of efficiencies, ensuring a diverse inventory of core competencies to allow for the evolution of roles and responsibilities.	Met	50	50
Priority No. 2 Business Improvement	Manage our role in and support development of any new legislation stemming from the O'Connor reports. Manage excess file inventory. Improve business planning cycle and strategic plan development.	Met	60	60

Priority No. 3 Outreach	Establish a plan for measuring client satisfaction and attitudes towards civilian review in order to better respond to clients' needs and give the Canadian public and stakeholders an opportunity to influence policy and programs. Promote awareness of the CPC and its mandate in order to provide the broadest scope of service. Develop a high-level, positive profile in the community.	Partially Met	15	0
Priority No. 4 Improved IM/IT management	Comply with TB standards concerning the Management of Information Technology Security (MITS) using a planned approach. Improve delivery of IT services in cooperation with Public Safety Canada. Continue the development of e-Workspace to fulfill obligations under our TB submission and expand usage beyond the original commitments. Identify enhancements to existing IM/IT products or request development of new products and services to facilitate program delivery.	Met	250	250

Priority No. 5 Improved Human Resources management and integration with Business Planning	Create an environment where Human Resources and Business Planning go hand in hand. Create a workplace of choice and meet and champion PSMA requirements.	Met	30	30
Priority No. 6 Kingsclear Investigation	Determine facts and make appropriate recommendations if necessary through investigation into the RCMP investigation of allegations of sexual abuses at the Kingsclear training school in New Brunswick and related RCMP investigation into the conduct of one of its members.	Met	1,500	1,500

Departmental Performance

Context and Operating Environment

The Government of Canada is committed to fostering safe and secure communities that reflect the values that are important to Canadians. These values include a diverse society that promotes linguistic duality and social inclusion. The CPC's priorities are at the very core of these commitments. By striving towards its own **Strategic Objective** of "Upholding safe communities through the promotion of Canadian values of respect for human and civil rights, multiculturalism and diversity, equality and fairness and respect for the rule of law" and pursuing its **Vision** of "Excellence in policing through accountability" the CPC can enhance in Canada the trust between law enforcement and citizens and create an awareness amongst all citizens that they have a right to complain and that the complaint will be heard and evaluated impartially and fairly for all parties affected.

The CPC's main stakeholder is the Canadian public. It receives complaints from the public and refers them to the RCMP for investigation as required by the *RCMP Act*. It can also review the RCMP's disposition of these complaints if the complainant is not satisfied. The CPC may initiate complaints, conduct investigations, hold public hearings and make findings and recommendations to the Commissioner of the RCMP.

Performance overview

While the number of enquiries and complaints received by the Commission increased slightly this year, the Commission reduced by half the average time it takes to forward complaints to the RCMP from about eight days last year to about four days this year. In 2006–2007, the Commission responded to 998 general enquiries from the public relating to a wide range of issues including RCMP conduct, child custody disputes, the authority of sheriffs or bailiffs, government social services and crisis hotlines. The Commission also processed 1,124 public complaints by resolving them informally or forwarding them to the RCMP for investigation.

The Commission received 197 requests for review in 2006–2007, compared with 159 the previous year. Despite this 24-percent increase in incoming review cases, the Commission managed to clear its sizable backlog and implement a 120-day performance-based service standard for 80 percent of the new cases.

This year, the Commission issued 48 interim reports containing 184 findings, about half of them adverse. Much of the Commission's contribution to improvements in policing and to public confidence in the RCMP derives from the constructive recommendations contained in these interim reports. It is here that the Commission exercises a key aspect of its mandate, highlighting problematic issues and proposing remedial measures.

For example, in one report the Commission made a number of recommendations regarding the use of the Taser weapon to ensure that it is only used in more serious incidents. Similarly, in another case the Commission recommended that police dogs should be classified as an impact weapon so that they will not be used when suspects are merely uncooperative or resistant.

To address public concerns about police investigating police, in November the Chair proposed legislative changes that give the Commission more powers to investigate or determine who should investigate serious incidents involving the RCMP. As well, the Commission has established a joint CPC/RCMP Independent Observer Pilot Project.

The purpose of the project is to assess the value of the CPC providing competent, professional and timely observations in regards to the impartiality of RCMP investigations where the actions of RCMP members have resulted in serious injury or death, and for other investigations that are high profile and sensitive in nature. The CPC Independent Observer is to observe, listen and assess the impartiality of the investigation, but does not provide advice, direct or actively participate in any part of the investigative process.

Upon completion of the assessment, the CPC Independent Observer reports confidentially to the Chair of the Commission the findings with respect to questions of impartiality. The Chair of the Commission (as appropriate) then reports, confidentially to the RCMP the findings of the CPC Independent Observer.

A redesign of the Commission has added to the organization chart a new business line dedicated to Strategic Policy and Research. Although the groundwork to establish such a function has been completed, additional resources will have to be sought before the business line can be staffed. As well, the CPC has identified an additional funding requirement of $11.7M over three years in order for it to carry out 'Program Integrity Improvement'. This temporary funding will allow the CPC to confirm the additional funding required and go to Cabinet within that time frame to secure permanent increased funding. To that end the development of a Business Case has commenced.

Following on the heels of the previous year's efforts to create a healthy and respectful workplace, the Commission conducted a second employee satisfaction survey and held a second staff retreat.

Work has started on the development of a Rewards and Recognition policy and program.

The following tables provide details on the status of priorities articulated in the 2006–2007 Report on Plans and Priorities.

Priority No. 1 – Business Realignment	
Description	**Planned Activities**
• Focus on streamlining operations and, by identifying and taking advantage of efficiencies, ensuring a diverse inventory of core competencies to allow for evolution of roles and responsibilities.	• Complete mapping of core business processes. • Identify opportunities to conduct business differently and develop an action plan for change. • Complete procedure manuals on core business processes. • Identify high-level core competencies required in support of core business processes.
Performance indicators • Improved client service and satisfaction. • Less administrative overhead. • Administrative services in support of the business. • Recruitment in support of the business.	
Status and Results As part of a business realignment activity the Commission transferred responsibility for the "request for review" business process from the Complaints and Community Outreach Unit, at the Surrey Office, to the Reviews and Investigations Unit at HQ. The processes of both units are being tracked and evaluated with a view to improving the capacity for tracking and reporting on the status of investigations and reviews. This work is being led by the Vice-Chair and is referred to as the "Complaint Tracking Process." The Commission began identifying new ways to improve service to complainants. To this end, the Commission introduced new internal business protocols and practices and better methods for coordinating the review of complaints. More efficient routing of telephone enquiries and improved tracking of case files all contributed to improved service to the public this year. The Commission for Public Complaints Against the RCMP, for the first time since its inception has no backlog of review files. In order to ensure that the backlog of files does not occur again the CPC has instituted a number of business practices designed to address the systemic problems which have plagued the CPC for	

years. The CPC Review and Investigations Unit has implemented a 120-day service standard for new review cases and has achieved its target of completing 80 percent of final or interim reports within 120 days.

In order to strategically address recruitment and retention issues the Review and Investigations Unit has developed a strategy which would allow for the implementation of an employee progression program within the unit. This coupled with revised Review Analyst work descriptions will create greater rigour in the manner in which Review Analyst work progresses and training/development needs are tracked which in turn will allow for seamless advancement opportunities all focused on increasing employee retention and greater job satisfaction.

The education and experience level of current staff members has been documented and the results are being integrated into the staffing requirements element of the Human Resources Plan for the Commission.

Priority No. 2 – Business Improvement	
Description	**Planned Activities**
• Manage our role in and support development of any new legislation stemming from the O'Connor reports.	• Review Justice O'Connor's policy recommendations and develop a strategy. • Create business case and TB submission for new mandate.
• Manage excess file inventory.	• Complete Project 200.
• Improve business planning cycle and strategic plan development.	• Conduct a strategic planning exercise with new management team. • Finalize and fully implement the business planning template recognizing new strategic direction.

Performance indicators

- Better-situated organization to meet its statutory mandate.
- Meet Project 200 objectives.
- A Strategic Plan in place, providing for a more focused and long-term direction for the CPC.
- Continued timely reporting to Parliament and Central Agencies.
- A process that allows for full integration of HR, IM/IT and Business Planning.

Status and Results

In Justice O'Connor's report to Parliament in December 2006, he recommended that the existing accountability mechanisms for the RCMP's national security activities be improved by expanding the powers of the Commission. In keeping with that recommendation, the Commission has developed a draft legislative model.

To further underline its civilian nature and independence from the RCMP, the draft legislative model envisages the introduction of new legislation that would see the current Commission subsumed within a new entity that would be known as the Federal Law Enforcement Review Board.

Entitled the *Federal Law Enforcement Review Board Act*, the proposed model of civilian review of policing seeks to strike a balance between collective security and individual rights. The proposed legislative model provides for several enhancements to civilian review powers.

There were 363 review cases in the Commission's inventory in November 2005. With the appointment of a new Commission Chair and Vice-Chair in October 2005, eliminating the backlog became a priority and continued to top the Commission's priority list throughout 2006–2007. In the 14 months between November 1, 2005, and December 31, 2006, the Commission processed about 490 reviews, eliminating its case backlog for the first time in more than 15 years. By the start of 2007, only 87 files remained in the review inventory. Twenty-three of these awaited a response from the Commissioner of the RCMP.

To ensure that backlogs don't occur again, the Commission implemented a service standard for new review cases and achieved its target of completing 80 percent of final or interim reports within 120 days. In fact, the average time for completing dropped to just 91 days from the previous five-year average of 527 days.

In the ever-evolving environment of policing, the Commission must be able to adapt to change. In an effort to ensure that the Commission's work remains relevant and valuable, a Strategic Plan which is reviewed on a regular basis and adjusted as necessary is essential. A strategic planning session was held in August '06. As a result of that session a Strategic Plan was prepared and as of Nov '06 is in implementation. This plan is not only the foundation of our business, but it also communicates our priorities and objectives. It provides both the Commission and our stakeholders with a clear view of our direction over the next three to five years.

Priority No. 3 – Outreach	
Description	**Planned Activities**
• Establish a plan for measuring client satisfaction and attitudes towards civilian review in order to better respond to clients' needs and give the Canadian public and stakeholders an opportunity to influence policy and programs.	• Prepare and plan a strategy for measuring client satisfaction.
• Promote awareness of the CPC and its mandate in order to provide the broadest scope of service. • Develop a high-level, positive profile in the community.	• Develop an outreach strategy and implementation plan.

Performance indicators

- Ability to assess the attitude of Canadians and complainants on the effectiveness of services offered by the CPC.
- Ability to measure Canadians support for the civilian review of RCMP conduct.
- Increased awareness of the CPC amongst Canadians and other stakeholders.
- A better understanding of the CPC's mandate amongst Canadians and stakeholders.
- Continued public support for the CPC's role of providing civilian review of members of the RCMP.
- Recognition as a leader in civilian review of police conduct.

Status and Results

The foregoing planned activities were initiated to some extent in 2006–2007, and as a result of competing priorities were deferred for completion in 2007–2008.

An activity to gather data through appropriate means to measure public confidence in the complaints process has been established in the 2007–2008 Business Plan. The activity envisages the conduct of surveys to gather information regarding public awareness of and confidence in the overall complaints process. As a first step the initial survey will provide baseline information on public knowledge of and satisfaction with the CPC.

The Chair and Vice-Chair have met with representatives from diverse communities to gain a deeper understanding of how the Commission can enhance its effectiveness. In 2006–2007, the Commission launched a plan of action to enhance public awareness of the complaints process in various underrepresented communities and to facilitate access to the public complaints machinery, especially for members of Aboriginal and ethno-cultural communities.

These initiatives included the simplification of the Commission's complaints form and its translation into 12 languages. The Commission also improved access by adding telecommunications capability for people who are deaf and hard-of-hearing.

Another Commission initiative this year was a pilot project with the Office of the Police Complaint Commissioner of British Columbia (OPCC) to determine the feasibility of harmonizing the complaints intake process in British Columbia and to develop a common approach to communications with the public about policing review.

Priority No. 4 – Improved IM/IT management	
Description	**Planned Activities**
• Comply with TB standards concerning the Management of Information Technology Security (MITS) using a planned approach.	• Implement the MITS and the Threat and Risk Assessment recommendations.
• Improve delivery of IT services in cooperation with Public Safety Canada.	• Develop and sign an MOA with our IT service provider.
• Continue the development of e-Workspace to fulfill obligations under our TB submission and expand usage beyond the original commitments.	• Facilitate the stabilization plan and acquire required HW/SW resources. • Clarify and implement all business requirements. • Develop and implement the e-Workspace concept.
• Identify enhancements to existing IM/IT products or request development of new products and services to facilitate program delivery.	• Implement an annual call-letter process to identify and prioritize additional projects/ activities to be carried out by the CPC.
Performance indicators • Compliance with government-wide standards so IT assets are secured as part of a proper risk management framework. • Improved ability to respond to the CPC's IT needs using a planned and systemic approach. • Stabilization of CMASS environment. • Increased dependency and usage of CMS for Kingsclear. • Increased usage of CMS by CPC employees at large. • Development of a planned approach so the work of the CPC may be carried out effectively.	
Status and Results In an effort to improve the delivery of IT services a MOA outlining the working arrangements to be put in place for the provision of Information Technology Services was signed with Public Safety Canada. Implementation of the MOA and related follow-up activities continue.	

In support to the Kingsclear Investigation, information management activities were undertaken to provide a means of assimilating and analyzing the large volume of relevant material from the RCMP and other sources, a document image management facility with full text searches and retrieval capability has been implemented. The system enables fast, accurate, comprehensive and flexible access to the digitized information.

Also in support to the Kingsclear Investigation, an analysis support system has been custom-designed and implemented which records the interview schedules and the results of the investigative research and interviewing performed by the teams of investigators. The two systems together enable the analysts and investigators to search for precise, chronological extracts of any and all of the relevant material and associated research and analyses in a highly flexible, easy to use and responsive manner.

The acquisition of video-conferencing facilities in both the Surrey and Ottawa offices at the end of FY 06–07 will enable staff to communicate cost effectively with greater speed and efficiency. This will facilitate and promote exchanges of information between the Complaints office in Surrey B.C. and the Reviews and Investigations unit in Ottawa.

An annual call-letter process to identify and prioritize additional projects/activities to be carried out by the CPC was initiated. However, this activity went into hiatus because of the vacancy of the CIO position. With the recent hiring of a replacement this initiative has recommenced.

Priority No. 5 – Improved Human Resources management and integration with Business Planning	
Description	**Planned Activities**
• Create an environment where Human Resources and Business Planning go hand in hand.	• Capture core "as is" knowledge and skills. Identify present and future gaps and develop desired state for a phased approach to the enhancements. Implement new organizational design.
• Create a workplace of choice and meet and champion PSMA requirements.	• Enhance labour-management relations by monitoring application of staffing and PSEA policies, championing Informal Conflict Resolution and ensuring managers are trained in PSEA activities, staffing, etc.
Performance indicators • Complementary personal career development plans for all employees are established as an integral part of the annual performance review process. • Departmental knowledge of in-house competencies and expertise. • Contingency plans for required non-resident expertise. • Workplace-of-choice environment.	
Status and Results The Commission's human resources programs, policies and practices have been realigned to reflect the requirements and values of the *Public Service Modernisation Act* (PSMA) and other related government-wide objectives. Quarterly reporting to the Public Service Commission is on track and the feedback to date has been positive. The Commission submitted a PSMA implementation report to the Canada Public Service Agency in September '06. Work continues on the development of a human resources policy suite and related programs (*Public Service Labour Relations Act, Federal Accountability Act, Public Service Employment Act*). All employees occupying managerial positions have successfully completed the on-line knowledge assessment regarding delegated financial authorities.	

The Commission is continuing its participation in a local level union-management forum with the Chair acting as one of the co-chairs of the forum. At the national level, the Commission participates as a member with a number of small agencies in a union-management forum designed to resolve broader labour-management issues.

As part of the Commission's efforts to provide a work environment where all persons are treated with respect and dignity, employees have received training designed to foster a harassment-free workplace. As well, work has started on the development of a Rewards and Recognition Program.

Work also continues on the development of a strategic human resources plan to accompany the Commission's new Strategic Plan and on an operational human resources plan to address 2007–2008 and beyond.

Priority No. 6 – Kingsclear Investigation	
Description • Determine facts and make appropriate recommendations, if necessary, through investigation into the RCMP investigation of allegations of sexual abuses at the Kingsclear training school in New Brunswick and the related RCMP investigation into the conduct of one of its members.	**Planned Activities** • Interview witnesses. • Research primary and raw data. • Analyze materials. • Prepare preliminary input to final report.
Performance indicators • Progress according to approved plan. • Provision of progress reports regularly. • Development and delivery of products according to milestones.	
Status and Results The Commission initiated a public interest investigation into complaints received relating to RCMP investigations of alleged sexual abuse at the Kingsclear Youth Training Centre in New Brunswick. Commission investigators began interviewing complainants and witnesses in September 2005 and have carefully reviewed all relevant materials provided to date. Approximately 150 formal interviews have been conducted as the investigation draws to an end. Throughout the course of the investigation regular progress reports were posted on the CPC website. The Kingsclear pages of the website received 14,654 hits during 2006–2007. After completing its investigation, uncovering and assessing the facts, the Commission is now in a position to finalize its report. The CPC has tentatively scheduled the release of the report for the fall of 2007 in New Brunswick.	

SECTION 2

ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Analysis by Program Activity

Note: Changes to the Strategic Outcome, Program Activity and Program Activity Description statements were approved in May 2007 in the interests of clarity and simplicity.

Strategic Outcome

Royal Canadian Mounted Police members are held publicly accountable for their conduct in the performance of their duties.

Program Activity

Civilian review of Royal Canadian Mounted Police members' conduct in the performance of their duties.

Program Activity Description

The Commission conducts reviews of complaints received from the public about the conduct of Royal Canadian Mounted Police (RCMP) members in the performance of their duties. When complainants are not satisfied with the RCMP's handling of their complaints, they can request a review of their case by the Commission. In reviewing these complaints, the Commission may conduct hearings and investigations, and reports on its findings and makes recommendations to the RCMP Commissioner and Minister of Public Safety.

Expected Results and Results Achieved

1. The CPC's findings and recommendations are accepted by the Commissioner of the RCMP.

2. The CPC's recommendations influence RCMP conduct and national policing policy.

In 2006–2007 the Commission issued 48 interim reports containing 184 findings, about half of them adverse.

Although the Commission recommendations are not binding, the RCMP Commissioner agreed to implement the majority of the Commission's recommendations. As a result, individual members received additional training or operational guidance and important changes have been made to RCMP policy and training practices.

Support for Commission Priorities

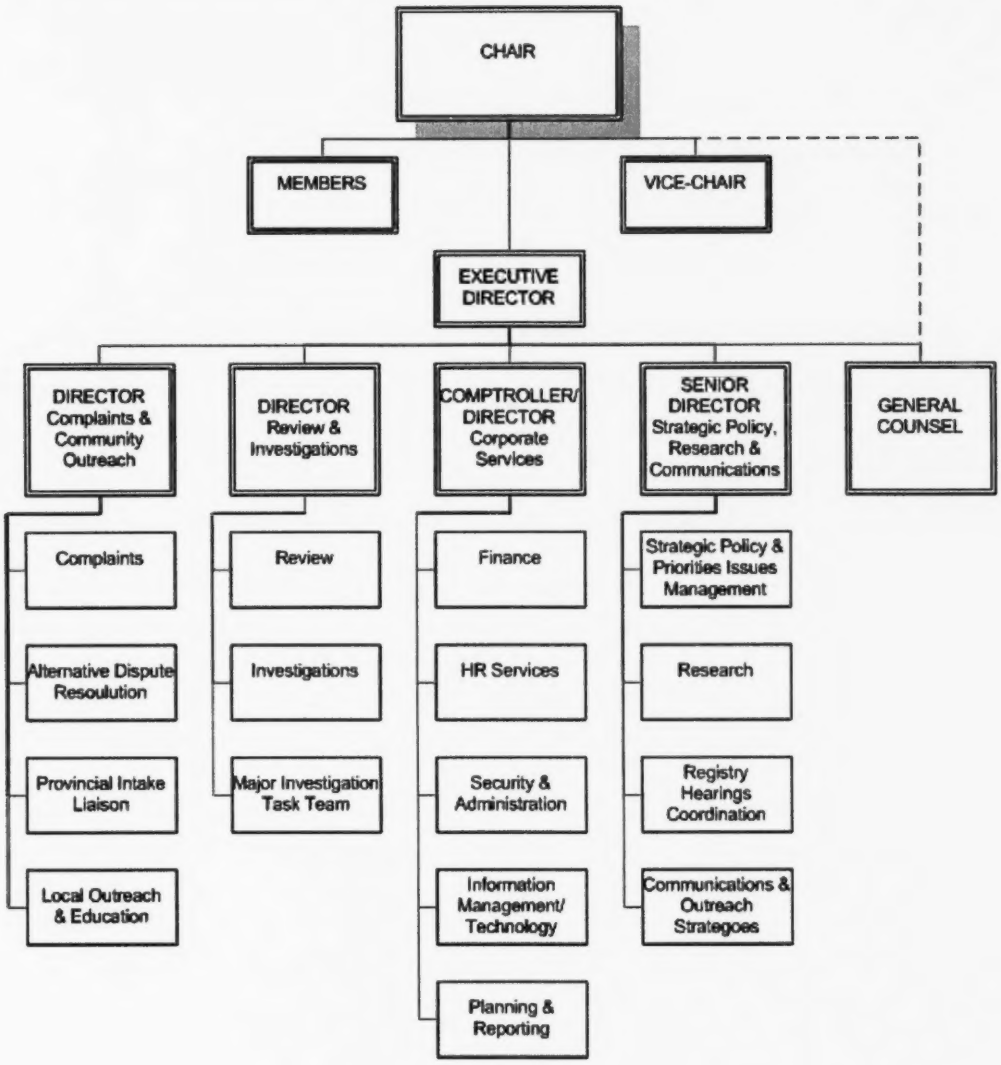
This single program activity of the CPC supports each of its priorities. In order to be effective in providing civilian review of the policing activities of RCMP members, the CPC must be relevant on a number of fronts: a clear mandate; awareness of the communities it serves; state of the art methods and tools; timeliness and quality of its product; and a solid governance and management infrastructure.

Each of the priorities for the reporting period and into the next couple of years supports these needs. The CPC will be seeking to become more relevant by fostering support for expanding its legislative mandate. It will develop and promote a business case for an enhanced resource base to enable program integrity improvement. It will begin a program of enhanced research and information management capacity with the intention of devoting more resources to the analysis of emerging trends and providing strategic policy advice to government. It will expand its outreach and communications function to reach marginalized and disaffected communities and it will continue to foster a workplace of choice.

SECTION 3

SUPPLEMENTARY INFORMATION

Organizational Information



Chair

The Chair, a Governor-in-Council appointee, is the Chief Executive Officer and a full-time member of the CPC. The Chair is appointed by order of the Governor in Council and has supervision over and direction of the work and staff of the CPC. The current Chair was appointed in October of 2005.

The Chair has a full-time Vice-Chair who reports directly to him. The Chair may delegate to the Vice-Chair any of his powers, duties or functions, except the power to delegate and the duty to submit an annual report for tabling in Parliament.

The Chair may have a complement of full or part-time members who may be assigned to conduct hearings. Reporting directly to the Chair are the Vice-Chair, Executive Director and the General Counsel.

Vice-Chair

The Vice-Chair of the CPC, a Governor-in-Council appointee, assists and supports the Chair. The Vice-Chair may be called upon to undertake special projects. The Vice-Chair has been delegated by the Chair with the responsibility for the elimination of the backlog, implementation of performance based service standards; and the preparation and delivery of interim and final reports following reviews, investigations and hearings, including the findings and recommendations contained therein.

Members

Members of the CPC are appointed on a part-time basis by order of the Governor in Council for each province and territory that contracts for RCMP services, after consultation with the Minister or other elected representatives responsible for policing affairs in that province or territory. The CPC does not currently have any part-time members.

Executive Director

The Executive Director is a permanent position in the EX category reporting to the Chair and responsible for providing support to the Chair; leadership, strategic direction and review over the resources, operations, management and administrative infrastructure of the CPC; the continuing review, evaluation, streamlining and evolution of policies and processes; the management framework, and service delivery strategy; the development and implementation of a communications strategy; constructive relations with the RCMP and the provinces/territories; and the provision of advice on administrative matters to the Chair.

General Counsel

The General Counsel is a permanent position in the LA category reporting to the Chair in his/her capacity of counsel and to the Executive Director for administrative matters. The General Counsel is responsible for the management of the Legal Services Unit; the provision of legal advice, opinions and expertise to the CPC.

Financial Performance

Table 1: Comparison of Planned to Actual Spending (including FTEs)

This table offers a comparison of the Main Estimates, planned spending, total authorities, and actual spending for the most recently completed fiscal year, as well as historical figures for actual spending. If necessary, explain any negative or positive variances between the categories.

($000)	2004–2005 Actual	2005–2006 Actual	2006–2007			
			Main Estimates	Planned Spending	Total Authorities	Actual
Civilian review of RCMP members' conduct in the performance of their duties	4,820	5,830	6,303	6,466	6,193	6,626
Total	4,820	5,830	6,303	6,466	6,193	6,626
Less: Non-respendable revenue			N/A		N/A	
Plus: Cost of services received without charge	580	594	N/A	870	870	870
Total Departmental Spending	5,400	6,424	6,303	7,336	7,063	7,496
Full-time Equivalents	44	44	44	44	44	44

Table 2: Resources by Program Activity
($000)

2006–2007									
	Budgetary							Plus: Non-budgetary	
Program Activity	Operating	Capital	Grants	Contributions and Other Transfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments, and Advances	Total
Civilian review of RCMP members' conduct in the performance of their duties									
Main Estimates	6,303				6,303		6,303		6,303
Planned Spending	6,466				6,466		6,466		6,466
Total Authorities	6,881				6,881		6,881		6,881
Actual Spending	6,626				6,626		6,626		6,626

Table 3: Voted and Statutory Items
($000)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–2007			
		Main Estimates	Planned Spending	Total Authorities	Actual
80	Operating expenditures	5,615	5,778	5,578	6,011
(S)	Contributions to employee benefit plans	688	688	615	615
	Total	**6,303**	**6,466**	**6,193**	**6,626**

Table 4: Services Received Without Charge

	2006–2007 Actual Spending ($000)
Accommodation provided by Public Works and Government Services Canada	580
Contributions covering the employer's share of employees' insurance premiums and expenditures paid by the Treasury Board of Canada Secretariat (excluding revolving funds)	290
Total 2006–2007 Services received without charge	**870**

Table 6: Response to Parliamentary Committees, Audits and Evaluations

Response to Parliamentary Committees
Provide a brief summary of any reports and add a link to the department's response. (If no recommendations were received, this should also be noted.) As appropriate, make references in the DPR.
N/A
Response to the Auditor General (including to the Commissioner of the Environment and Sustainable Development)
Provide a brief summary of any chapters of reports and add a link to the department's response. (If no recommendations were received, this should also be noted.) As appropriate, make references in the DPR.
N/A
External Audits (Note: These refer to other external audits conducted by the Public Service Commission of Canada or the Office of the Commissioner of Official Languages.)
Indicate the name of the audit (as required, make appropriate references in the DPR and add Web links).
N/A
Internal Audits or Evaluations
Indicate the name of the audit or evaluation (as required, make appropriate references in the DPR and add Web links). If there is a change from the RPP, please explain.
N/A

Table 7: Travel Policies

Step 1: Comparison to the Treasury Board of Canada Secretariat *Special Travel Authorities*

Travel policy of The Commission for Public Complaints Against the RCMP. The Commission for Public Complaints Against the RCMP follows the Treasury Board of Canada Secretariat *Special Travel Authorities*.
Authority: N/A
Coverage: N/A
Principal difference(s) in policy provisions: N/A
Principal financial implications of the difference(s): N/A

Step 2: Comparison to the Treasury Board of Canada Secretariat *Travel Directive*, Rates and Allowances

Travel policy of The Commission for Public Complaints Against the RCMP. The Commission for Public Complaints Against the RCMP follows the Treasury Board of Canada Secretariat *Special Travel Authorities*.
Authority: N/A
Coverage: N/A
Principal difference(s) in policy provisions: N/A
Principal financial implications of the difference(s): N/A

Table 8: Departmental Financial Tables

Statement of Management Responsibility (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007 and all information contained in these statements rests with departmental management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the department's financial transactions. Financial information submitted to the Public Accounts of Canada and included in the Commission's Departmental Performance Report is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the Financial Administration Act, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Commission.

The financial statements of the Commission have not been audited.

Paul E. Kennedy
Chair

Date: August 10/2007

Helen Roulleau
Senior Financial Officer

Date: August 9, 2007

Statement of Financial Position (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

as at March 31 (in dollars)	**2007** **Actual**	2006 Actual
Assets		
Financial Assets		
Accounts receivable and advances (Note 5)	**130,113**	114,511
Non-financial assets		
Tangible capital assets (Note 7)	**79,501**	-
Total Assets	**209,614**	114,511
Liabilities and Equity of Canada		
Liabilities		
Accounts payable and accrued liabilities	**227,057**	195,984
Vacation pay	**171,182**	155,749
Employee severance benefits (Note 4)	**659,549**	603,738
Total Liabilities	**1,057,788**	955,471
Equity of Canada	**(848,174)**	(840,960)
Total Liabilities and Equity of Canada	**209,614**	114,511

There are no contingent liabilities or contractual obligations

The accompanying notes form an integral part of these financial statements

Statement of Equity of Canada (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

as at March 31 (in dollars)	2007	2006
Equity of Canada, beginning of year	**(840,960)**	(725,887)
Net cost of operations	**(7,586,572)**	(6,557,108)
Current year appropriations used (Note 3)	**6,625,588**	5,830,125
Change in net position in the Consolidated Revenue Fund (Note 3)	**83,770**	17,910
Services received without charge from other government departments (Note 6)	**870,000**	594,000
Equity of Canada, end of year	**(848,174)**	(840,960)

The accompanying notes form an integral part of these financial statements

Statement of Operations (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

For the Year ended March 31, 2007 (in dollars)	2007	2006
Expenses		
Salaries and employee benefits	4,194,240	3,770,168
Professional and special services	2,071,538	1,561,198
Accommodation	587,078	388,086
Travel and relocation	288,966	176,015
Equipment rentals	104,561	90,338
Communication	98,761	97,050
Utilities, material and supplies	97,103	106,534
Information	64,430	110,969
Equipment	57,536	193,647
Repairs	22,354	56,503
Other	5	6,600
Total Expenses	7,586,572	6,557,108
Net Cost of Operations	7,586,572	6,557,108

The accompanying notes form an integral part of these financial statements

Statement of Cash Flow (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

as at March 31 (in dollars)	2007	2006
Operating activities		
Net Cost of Operations	7,586,572	6,557,108
Non-cash items:		
Services received without charge from other government departments (note 6)	(870,000)	(594,000)
Variations in Statement of Financial Position:		
Increase in accounts receivable and advances	15,602	97,238
Increase in liabilities	(102,317)	(212,311)
Total Cash used by Operating Activities	6,629,857	5,848,035
Capital investment activities		
Acquisitions of tangible capital assets (Note 7)	79,501	-
Total Cash used by Capital investment Activities		
Financing activities		
Net cash provided by Government of Canada	(6,709,358)	(5,848,035)

The accompanying notes form an integral part of these financial statements

Notes to the Financial Statements (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

1. Authority and purpose

The Commission for Public Complaints Against the RCMP is a federal agency that receives and reviews public complaints about the conduct of members of the RCMP in the performance of any duty or function under the *Royal Canadian Mounted Police Act*. The Commission is entirely separate from and independent of the RCMP. The mandate of the Commission is set out in Part *VII of the Royal Canadian Mounted Police Act* and can be summarized as follows:

- To receive complaints from the public about the conduct of RCMP members;
- To conduct reviews when complainants are not satisfied with the RCMP's disposition of their complaints;
- To hold hearings and investigations; and
- To report findings and recommendations.

2. Significant accounting policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations

The Commission is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Commission do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

(b) Net Cash Provided by Government

The Commission operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the Commission is deposited to the CRF and all cash disbursements made by the Commission are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund

Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non respendable revenue recorded by the Commission. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

2. Significant accounting policies (continued)

(d) Expenses

Expenses are recorded on the accrual basis:

- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation and the employer's contribution to the health and dental insurance plans are recorded as operating expenses at their estimated cost.

(e) Employee future benefits

i ***Pension benefits:*** Eligible employees participate in the Public Service Pension Plan, a multiemployer administered by the Government of Canada. The Commission's contributions to the Plan are charged to expenses in the year incurred and represent the tota

ii ***Severance benefits:*** Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by em

(f) Receivables

Accounts receivables are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is made for receivables where recovery is considered uncertain.

(g) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. The department does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset Class	Amortization Period
Informatics hardware	4 years
Informatics software	3 years
Motor Vehicles	3 years
Leasehold improvements	remaining term of the lease or useful life of the improvement

(h) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where an estimate is used is the liability for employee severance benefits. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary appropriations

The Commission receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Commission has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used:

(in dollars)	2007	2006
Net cost of operations	**7,586,572**	6,557,108
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Services received without charge from other government departments	**(870,000)**	(594,000)
Refund/adjustments to payable at year end	**598**	-
Employee severance benefits	**(55,812)**	(127,117)
Vacation pay and compensatory leave	**(15,432)**	-
Reduction for amounts paid to Justice Canada not affecting appropriations	**(99,839)**	(5,866)
	(1,040,485)	(726,983)
Adjustments for items not affecting net cost of operations but affecting appropriation:		
Add (Less):		
Leasehold improvements	**79,501**	-
Current year appropriations used	**6,625,588**	5,830,125

(b) Appropriations provided and used:

(in dollars)	2007	2006
Program expenditures - Vote 80	**5,615,000**	4,164,000
Supplementary Vote 80a	**371,200**	-
Supplementary Vote 80b	**-**	-
Transfer from TB - Vote 5	**167,254**	1,166,432
Transfer from TB - Vote 10	**-**	251,822
Transfer from TB - Vote 15	**40,000**	-
Governor General's special warrants	**-**	284,969
	6,193,454	5,867,223
Lapsed	**(182,149)**	(633,796)
	6,011,305	5,233,427

Add statutory amounts:		
Contributions to employee benefits plan	**614,283**	596,698
Current year appropriations used	**6,625,588**	5,830,125

3. Parliamentary appropriations (continued)

(c) Reconciliation of net cash provided by Government to current year appropriations used:

(in dollars)	2007	2006
Net cash provided by Government	6,709,358	5,848,035
Revenue not available for spending	-	-
	6,709,358	5,848,035
Change in net position in the Consolidated Revenue Fund		
Refund/adjustments of previous years accounts payable	598	-
(Increase) decrease in receivables and advances	(15,602)	(73,187)
Increase (decrease) in accounts payable	31,073	61,138
Reduction for amounts paid to Justice Canada not affecting appropriations	(99,839)	(5,866)
Other adjustments	-	5
	(83,770)	(17,910)
Current year appropriations used	6,625,588	5,830,125

4. Employee Benefits

(a) Pension benefits

The Commission's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Commission contribute to the cost of the Plan. The 2006-07 expense amounts to $452,726 ($441,557 in 2005-06), which represents approximately 2.2 times (2.6 in 2005-06) the contributions by employees.

The department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits

The Commission provides severance benefits to its employees based on eligibility, years of service and final salary. The accrued benefit obligation at the end of the year is calculated by multiplying a ratio (23.20% for 2006 and 23.64% for 2007) to the Commission's annual gross payroll at year end subject to severance pay, which is the payroll related to indeterminate employees. The ratios are determined by Treasury Board Secretariat. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

(in dollars)	2007	2006
Accrued benefit obligation, beginning of year	603,738	476,622
Expense for the year	100,203	127,833
Benefits paid during the year	(44,392)	(717)
Accrued benefit obligation, end of year	659,549	603,738

Notes to the Financial Statements (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

5. Accounts receivable and advances

(in dollars)	2007	2006
Receivables from other Federal Government departments and agencies	**129,313**	113,711
Employee advances	**800**	800
Total accounts receivable and advances	**130,113**	114,511

6. Related party transactions

The Commission is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Commission enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Commission received services which were obtained without charge from other Government departments as presented in part (a).

(a) Services received without charge from other government departments

During the year the Commission received service without charge from other departments. These services have been recognized in the Commission's Statement of Operations as follows:

(in dollars)	2007	2006
Accommodation	**580,000**	386,000
Employer's contribution to the health and dental insurance plans	**290,000**	208,000
	870,000	594,000

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada and audit services provided by the Office of the Auditor General, are not included as an expense in the Commission's Statement of Operations

Notes to the Financial Statements (unaudited)

COMMISSION FOR PUBLIC COMPLAINTS AGAINST THE RCMP

7. Tangible capital assets

(in dollars) **Cost**	2007 Opening balance	Acquisitions	Disposals or write-offs	2007 Closing balance
Leasehold improvements	-	79,501	-	79,501
Total cost	-	**79,501**	-	**79,501**

Accumulated amortization	2007 Opening balance	Amortization	Disposals or write-offs	2007 Closing balance
Leasehold improvements	-	-	-	-
Total accumulated amortization	-	-	-	-

Net book value	2007 Opening balance	Net Change	Disposals or write-offs	2007 Closing balance
Leasehold improvements	-	79,501	-	79,501
Total net book value	-	**79,501**	-	**79,501**

Note: The leasehold improvement was capitalized on March 31, 2007, therefore there was no amortization cost for the year.

SECTION 4

OTHER INFORMATION

Contacts for Further Information and Web Site

By e-mail:

complaints@cpc-cpp.gc.ca (for complaints)
org@cpc-cpp.gc.ca (for general enquiries)

By telephone:

From anywhere in Canada: 1-800-665-6878
TTY: 1-866-432-5837

By fax:

613-952-8045 (Ottawa)
(604) 501-4095 (Surrey)

By mail:

7337 137 Street
Suite 102
Surrey BC
V3W 1A4

On the Web:

http://www.cpc-cpp.gc.ca/

Legislation

The CPC shares responsibility with the RCMP for carrying out the provisions of Part VII, *Royal Canadian Mounted Police Act* (R.S., c. R-10, Part VII).
In addition, the CPC reports to Parliament on Parts VI and VII of the *Royal Canadian Mounted Police Act* (R.S., c. R-10, Part VI, Part VII).

Recent Publications

Annual Reports
1988–1989 to 2006–2007